

Annual Employee Survey Results, 2007

Farm Credit Administration

The Farm Credit Administration (FCA or Agency) participated in the Annual Employee Survey (a human capital survey) conducted by the Office of Personnel Management. The 2007 survey was a shorter version of the Federal Human Capital Survey conducted in 2004 and 2006.

1. *Interpretation of Results:* The survey responses are grouped into the following broad categories:

- Results-oriented performance culture
- Leadership and knowledge management
- Job satisfaction
- Talent management
- Communication
- Empowerment
- Diversity

In general, the results are favorable in two respects. First, on many questions, the proportion of positive responses is high and the proportion of negative responses is low. Among the items receiving 80 percent or more favorable responses are

- cooperation among employees,
- work-family balance,
- understanding of the Agency's goals and priorities,
- physical conditions,
- protection from security threats, and
- feeling that the work done is important.

Second, the proportion of positive responses increased by five percentage points or more on several questions compared with the 2006 survey. These areas include

- reasonable workloads,
- preparing for security threats,
- trust and confidence in supervisors, and
- recruiting the right people with the right skills.

Positive responses were down five percentage points only in three areas: supervisor support of employee development, training, and pay raises linked to performance.

2. *How the survey was conducted:* The survey was conducted online from September 10 through September 28, 2007.

3. *Description of sample:* All 257 full-time permanent employees of the Agency were surveyed, with a 95 percent response rate.

4. *Survey items and response choices:* See the tables on the following pages.

**2007 Annual Employee Survey Results for
Farm Credit Administration
All Respondents**

Surveys Sent: 257

Surveys Returned: 243

Response Rate: 95%

Prescribed Questions: Personal Work Experiences								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
1. The people I work with cooperate to get the job done.	Frequencies	70	139	19	8	7		243
	Percentages	28.8%	57.2%	7.8%	3.3%	2.9%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	53	119	28	28	14		242
	Percentages	21.9%	49.2%	11.6%	11.6%	5.8%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	40	107	51	24	21		243
	Percentages	16.5%	44.0%	21.0%	9.9%	8.6%		100.0%
4. I like the kind of work I do.	Frequencies	62	116	40	18	7		243
	Percentages	25.5%	47.7%	16.5%	7.4%	2.9%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	78	101	30	13	21		243
	Percentages	32.1%	41.6%	12.3%	5.3%	8.6%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor		Total
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	81	100	31	17	11		240
	Percentages	33.8%	41.7%	12.9%	7.1%	4.6%		100.0%

Prescribed Questions: Recruitment, Development & Retention								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	56	125	27	19	11	4	242
	Percentages	23.1%	51.7%	11.2%	7.9%	4.5%	1.7%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	32	95	59	28	13	15	242
	Percentages	13.2%	39.3%	24.4%	11.6%	5.4%	6.2%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	79	127	15	12	6	4	243
	Percentages	32.5%	52.3%	6.2%	4.9%	2.5%	1.6%	100.0%
10. The work I do is important.	Frequencies	91	106	26	13	6	1	243
	Percentages	37.4%	43.6%	10.7%	5.3%	2.5%	0.4%	100.0%
11. Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.	Frequencies	115	88	14	14	4	4	239
	Percentages	48.1%	36.8%	5.9%	5.9%	1.7%	1.7%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	83	99	28	15	15	3	243
	Percentages	34.2%	40.7%	11.5%	6.2%	6.2%	1.2%	100.0%
13. My talents are used well in the workplace.	Frequencies	56	97	31	36	20	3	243
	Percentages	23.0%	39.9%	12.8%	14.8%	8.2%	1.2%	100.0%
14. My training needs are assessed.	Frequencies	52	111	39	28	12	1	243
	Percentages	21.4%	45.7%	16.0%	11.5%	4.9%	0.4%	100.0%

Prescribed Questions: Performance Culture								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
15. Promotions in my work unit are based on merit.	Frequencies	31	74	44	42	33	19	243
	Percentages	12.8%	30.5%	18.1%	17.3%	13.6%	7.8%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	13	47	54	59	37	33	243
	Percentages	5.3%	19.3%	22.2%	24.3%	15.2%	13.6%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	34	84	53	40	23	8	242
	Percentages	14.0%	34.7%	21.9%	16.5%	9.5%	3.3%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	Frequencies	46	101	30	40	11	13	241
	Percentages	19.1%	41.9%	12.4%	16.6%	4.6%	5.4%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	22	80	51	47	22	20	242
	Percentages	9.1%	33.1%	21.1%	19.4%	9.1%	8.3%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	25	78	50	47	25	16	241
	Percentages	10.4%	32.4%	20.7%	19.5%	10.4%	6.6%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	49	108	37	21	12	13	240
	Percentages	20.4%	45.0%	15.4%	8.8%	5.0%	5.4%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	45	107	44	21	15	8	240
	Percentages	18.8%	44.6%	18.3%	8.8%	6.3%	3.3%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	41	104	46	21	21	9	242
	Percentages	16.9%	43.0%	19.0%	8.7%	8.7%	3.7%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	116	87	17	9	8	5	242
	Percentages	47.9%	36.0%	7.0%	3.7%	3.3%	2.1%	100.0%

Prescribed Questions: Leadership								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
25. I have a high level of respect for my organization's senior leaders.	Frequencies	40	64	57	43	36	2	242
	Percentages	16.5%	26.4%	23.6%	17.8%	14.9%	0.8%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	23	62	64	48	41	3	241
	Percentages	9.5%	25.7%	26.6%	19.9%	17.0%	1.2%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	36	107	52	21	14	12	242
	Percentages	14.9%	44.2%	21.5%	8.7%	5.8%	5.0%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	95	122	15	3	3	3	241
	Percentages	39.4%	50.6%	6.2%	1.2%	1.2%	1.2%	100.0%
29. Employees have a feeling of personal empowerment and ownership of work processes.	Frequencies	29	78	60	37	27	9	240
	Percentages	12.1%	32.5%	25.0%	15.4%	11.3%	3.8%	100.0%
30. My workload is reasonable.	Frequencies	34	129	37	31	10	0	241
	Percentages	14.1%	53.5%	15.4%	12.9%	4.1%	0.0%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	40	116	37	31	16	1	241
	Percentages	16.6%	48.1%	15.4%	12.9%	6.6%	0.4%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	67	153	17	1	4	1	243
	Percentages	27.6%	63.0%	7.0%	0.4%	1.6%	0.4%	100.0%

Prescribed Questions: Job Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	23	95	54	46	22		240
	Percentages	9.6%	39.6%	22.5%	19.2%	9.2%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	25	95	55	43	23		241
	Percentages	10.4%	39.4%	22.8%	17.8%	9.5%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	23	62	65	53	37		240
	Percentages	9.6%	25.8%	27.1%	22.1%	15.4%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	44	83	55	38	20		240
	Percentages	18.3%	34.6%	22.9%	15.8%	8.3%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	21	72	61	48	36		238
	Percentages	8.8%	30.3%	25.6%	20.2%	15.1%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	50	110	48	23	10		241
	Percentages	20.7%	45.6%	19.9%	9.5%	4.1%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	46	102	42	32	18		240
	Percentages	19.2%	42.5%	17.5%	13.3%	7.5%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	44	107	41	34	15		241
	Percentages	18.3%	44.4%	17.0%	14.1%	6.2%		100.0%